

In Association with

Public Enterprises Selection Board (PESB)

**NATIONAL
DEFENCE TALENT
& CAPABILITY
CONCLAVE 2026-**
**A ROUNDTABLE
DISCUSSION**



Deloitte.

Knowledge Partner



Thursday, October 22, 2026



SCOPE Convention Centre, Lodhi Road, New Delhi

BACKGROUND OF THE PROGRAM

India's defence manufacturing sector is undergoing a significant transformation. Driven by emerging technologies, evolving geopolitical realities, changing models of warfare and increasing global competition, the sector is moving towards greater self-reliance, innovation and global competitiveness.

This transformation is creating new requirements not only in technology and infrastructure, but also in talent, capabilities and leadership. Building the defence enterprises of tomorrow will require the right talent, the right capabilities and the right leaders—at every level.

THE NEXT PHASE OF DEFENCE TRANSFORMATION WILL DEPEND NOT ONLY ON TECHNOLOGY AND CAPACITY, BUT ON TALENT AND LEADERSHIP CAPABILITY.

BUILDING TALENT & LEADERSHIP CAPABILITIES



STRENGTHENING TALENT MANAGEMENT

Reviewing approaches to identifying, developing, deploying and retaining talent across the organisation.



BUILDING SPECIALISED CAPABILITIES

Developing focused training, learning and capability-building initiatives to meet changing business and technology requirements.



DEVELOPING FUTURE LEADERS

Identifying and developing high-potential talent for larger responsibilities and future leadership roles.



STRENGTHENING SUCCESSION

Building robust leadership pipelines and strengthening succession planning for critical and senior positions.



LEADERSHIP SELECTION & DEVELOPMENT

Examining leadership selection and development approaches in the context of the changing requirements of defence enterprises.

WHY NOW ?



Technology



**Geopolitical
Change**



**Global
Competition**



**India's
Ambition**



KEY THEMES FOR DELIBERATION

01 THE INDUSTRY LENS:

What Changing Warfare Demands of Talent

- How changing technologies, production requirements and the nature of warfare are shaping the talent and capabilities needed by Defence CPSEs.

02 THE POLICY LENS

Talent in India's Self-Reliance Agenda

- The talent and capabilities needed to support India's growing self-reliance in defence manufacturing.

03 THE LEADERSHIP LENS

Preparing Defence CPSEs for a Competitive Era

- Strengthening leadership to help Defence CPSEs respond to changing business environment, geopolitics & technologies and compete globally.

04 TALENT STRATEGY OF DEFENCE ORGANISATIONS

Building Talent Partnerships for the Future

- Attracting, developing and retaining talent while creating opportunities for collaboration and cross-organisational learning.

THE LEADERSHIP ROUNDTABLE BUILDING THE FUTURE-READY DEFENCE ENTERPRISE



A Roundtable Discussion among CMDs of Defence CPSEs

- An opportunity for CMDs of Defence CPSEs to share experience and perspectives in talent acquisition, developing & retaining senior talent, nurturing high-potential executives, strengthening succession planning and preparing suitable talent for future Board-level positions. The roundtable will be focused on shaping a framework and actionable way forward to build competitive, capable and globally competent defence enterprises.

BUILDING LEADERSHIP PIPELINE FOR DEFENCE PSUs



Domain Expertise



Enterprise Perspective



Technology & Innovation



Strategic Leadership

CREATING TALENT VALUE CHAIN FOR DEFENCE PSUs



This conclave aims to establish a cohesive ecosystem to drive leadership progression across all career stages.

As Defence PSUs navigate a complex operational environment, they require advanced capabilities in strategic management, institutional resilience and organisational transformation.

A structured talent value chain directly addresses this gap—systematically transforming functional specialists into enterprise-ready leaders.

CONTACT DETAILS

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